



# STRATEGIC PERFORMANCE REPORT THIRD QUARTER 2017

STRATEGIC PRIORITY	3RD QUARTER PROGRESS (JULY-SEPTEMBER 2017)	ANTICIPATED 4TH QUARTER ACTIVITIES (OCTOBER-DECEMBER 2017)	STATUS
<b>COMMUNITY AMENITIES</b>			
<b>Comprehensive funding strategy for capital needs</b>	<ul style="list-style-type: none"> <li>The Executive Leadership Team established a process to engage a wide range of staff to identify and prioritize long-term facilities needs including existing structures, needed upgrades/expansions and anticipated new facilities.</li> <li>A Facilities Committee started reviewing City facilities, prioritizing projects and determining future funding.</li> <li>An outcome of this process will be more accurate long-term cost estimates for the CIP.</li> </ul>	<ul style="list-style-type: none"> <li>Work will be completed on facilities prioritization in late 2017, with a report to the City Council in early 2018.</li> </ul>	Needs attention
<b>Community center decision</b>	<ul style="list-style-type: none"> <li>Secured approval from the City Council on a Memorandum of Understanding for a shared site community center collaboration with the YMCA of the Greater Twin Cities.</li> <li>Launched a Community Center Stakeholder Working Group with three representatives each from the City and the YMCA; the three City representatives appointed by the City Council were Jon Oleson, John Stanley and Diann Kirby.</li> </ul>	<ul style="list-style-type: none"> <li>Commence meetings of the Community Center Stakeholder Working Group on October 13.</li> <li>Identify and approach other potential partners for a community center project in the medical, nonprofit, development and government sectors.</li> <li>Narrow down potential community center sites to 1 to 2 locations and initiate a data-driven location analysis.</li> </ul>	On track

**Strong support for City-owned amenities and park/recreation facilities**

- Completed playground equipment demolition and began installation of new equipment at 14 sites.
- Conducted playground equipment replacement and park improvements at Wright's Lake Park as part of the Neighborhood Support Program.
- Playground replacements at 14 sites and Wright's Lake Park total \$2.5 million.
- Undertook reconstruction of the West Bush Lake Park parking lots.
- Presented recommendations for improvements at Bloomington Ice Garden at City Council study meetings in August and September.
- Substantially complete the 14 playground equipment replacements.
- Substantially complete the Wright's Lake Park playground equipment replacement and park improvements.
- Substantially complete the West Bush Lake Park parking lots reconstruction.
- Apply for a Hennepin County Youth Sports Program facilities grant totaling \$100,000 for Bloomington Ice Garden improvements and begin drafting naming rights and fundraising agreements.
- Host a Minnesota Wild practice for the community at the Ice Garden on October 29 in celebration of the Ice Garden's win in the Kraft Hockeyville Western Division and 2017 national runner-up status.
- Submit a report on pickleball and tennis courts facility recommendations.

On track

COMMUNITY IMAGES

<p><b>One Bloomington</b></p>	<ul style="list-style-type: none"> <li>• Launched the One Bloomington Action Groups at a kick-off meeting and started developing action plans for each group on August 15.</li> <li>• Held individual meetings for the three One Bloomington Action Groups – Community Image, Community Amenities and Inclusion and Equity – and set workplans for the next year.</li> <li>• Created and distributed One Bloomington yard signs.</li> <li>• Started discussions on marketing One Bloomington logo merchandise such as t-shirts, water bottles, etc.</li> <li>• Incorporated the One Bloomington theme in Assessing’s annual report and Business Day at City Hall event.</li> <li>• Continued to devote a page and the Mayor’s column in each issue of the Briefing to One Bloomington to inform residents and provide updates on progress.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to support the One Bloomington Action Groups in meeting their goals.</li> <li>• Research and develop best strategies for producing, marketing and distributing One Bloomington merchandise.</li> <li>• Develop a “new take” on the One Bloomington theme for the 2018 State of the City, Corporate Report and Budget Book.</li> </ul>	<p>On track</p>
<p><b>Positive image of Bloomington 1: Develop comprehensive media strategies</b></p>	<ul style="list-style-type: none"> <li>• Tracked media impressions through Google Alerts to follow stories about Bloomington.</li> <li>• Increased social media engagement by posting relevant news and information; added 272 Facebook followers, 288 Twitter followers and 291 YouTube subscribers and reached 9,686 members on Nextdoor.</li> <li>• Produced five news and human interest videos that portrayed a positive image of Bloomington: Public Works’ butterflies, Dakota Language Camp, Safe Summer Nights, resident survey scores and Hyland Greens’ 100-year-old golfer.</li> <li>• Began a #OneBloomington storytelling campaign that features videos of the many voices and stories of individuals in the community.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to develop better relationships with the media and pitch stories that will enhance community image.</li> <li>• Draft news releases and social media posts that read more like stories for better effect.</li> <li>• Monitor positive story results through weekly media mentions.</li> <li>• Continue to leverage social media to spread positive messages and look for opportunities to better engage online.</li> </ul>	<p>On track</p>

<p><b>Positive image of Bloomington 2: Develop art and placemaking plan</b></p>	<ul style="list-style-type: none"> <li>• Worked with Springboard for the Arts and their “Ready Go” mobile, creative engagement tools during a series of 6 events to raise awareness of South Loop and creative placemaking efforts, build connections with the community and get more input and direction about potential future projects/events.</li> <li>• Sponsored creative engagement activities at Bloomington events from July 27 through October 28.</li> <li>• Hosted a Creative Happy Hour in South Loop that included a bus tour of recent projects.</li> <li>• Installed Landform by Tom Henry in South Loop.</li> <li>• Secured use of the TH 77 retaining wall for the new Wright’s Lake Park mural.</li> <li>• Identified and contracted with GoodSpace Murals to lead community design sessions, design review, and painting sessions and finalize/install the Wright’s Lake mural.</li> <li>• Hosted two design visioning sessions for the mural at the Farmer’s Market and Fire Station open house.</li> <li>• Disseminated news releases with stories and articles about creative placemaking projects.</li> <li>• Boosted posts on Facebook to get more engagement and shares for increasing awareness and attendance at creative placemaking events.</li> <li>• Promoted activities in the Briefing and on Bloomington Today, Facebook and YouTube.</li> </ul>	<ul style="list-style-type: none"> <li>• Install Art Gate, a bronze and steel sculpture by Alexander Tylevich, on the property of TownPlace Suites at 2500 Lindau Avenue in South Loop.</li> <li>• Participate in Active Living Hennepin County Partnership panel and promote creative placemaking activities and Illuminate South Loop event.</li> <li>• Hold a third design visioning session for Wright’s Lake Park mural and partner with Valley View Middle School on the project.</li> <li>• Identify three utility boxes for ART BOX projects and a process for Bloomington residents to submit designs.</li> <li>• Finalize plans, logistics and marketing for the Illuminate South Loop event during the Super Bowl, including creating a logo and branding for the event.</li> <li>• Outcomes from the creative placemaking efforts will be tallied and discussed as part of an effort to get direction on what the community values.</li> </ul>	<p>On track</p>
<p><b>Joint marketing with the School District</b></p>	<ul style="list-style-type: none"> <li>• Conducted a Realtors Forum in collaboration with the School District on April 26.</li> <li>• Created a “House Hunters” flyer with highlights of Bloomington amenities that was unveiled at the Realtors Forum.</li> <li>• Promoted the School District’s centennial celebration via the City’s communications vehicles.</li> <li>• Produced 5 videos promoting the School District and student achievements that appeared on cable TV, YouTube and Facebook.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to promote partnership success stories and appropriate school activities via the Briefing and Bloomington Today.</li> <li>• Share interesting facts about Bloomington Schools on Facebook and Twitter.</li> <li>• Continue creating standalone videos highlighting School District activities that both organizations can share.</li> </ul>	<p>On track</p>

**ENVIRONMENTAL SUSTAINABILITY**

<p><b>Reduce citywide carbon footprint</b></p>	<ul style="list-style-type: none"> <li>• The City Council adopted a resolution supporting the Paris Climate Agreement on August 28.</li> <li>• The City Council passed a resolution to join the Minnesota GreenStep Cities program offered by the Minnesota Pollution Control Agency on August 7.</li> <li>• Formed an Energy Action Team in partnership with Xcel Energy as part of a two-year collaboration to develop and implement energy goals</li> </ul>	<ul style="list-style-type: none"> <li>• The Sustainability Commission has developed draft carbon goals which it will be implementing over the next year.</li> <li>• The Xcel Partners in Energy Action Team has held two of six meetings and will develop an energy action plan for City Council review in the second quarter of 2018.</li> </ul>	<p>On track</p>
<p><b>Improve surface water quality</b></p>	<ul style="list-style-type: none"> <li>• The Sustainability Commission, as part of its 2017 workplan, assisted with the public outreach aspects of the Adopt a Storm Drain program.</li> </ul>	<ul style="list-style-type: none"> <li>• The Sustainability Commission will continue to assist with supporting the Nine Mile Creek Watershed District's Adopt a Storm Drain program.</li> </ul>	<p>On track</p>
<p><b>Reduce volumes delivered to landfills/incinerators</b></p>	<ul style="list-style-type: none"> <li>• The Sustainability Commission developed organics drop-off sites to allow interested residents to remove organics, the next largest recyclable item, from the waste stream.</li> <li>• The Sustainability Commission identified four sites for organics recycling and resolved most of the zoning and code issues related to siting these facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Select the final group of organics recycling sites in fall 2017.</li> <li>• Develop program details and construct sites planned for service in spring 2018.</li> </ul>	<p>On track</p>

**FOCUSED RENEWAL**

<p><b>More affordable housing</b></p>	<ul style="list-style-type: none"> <li>• Received all external funding (Met Council, Hennepin County) except Minnesota Housing for Knox and American (third phase of redevelopment in the Penn-American District); HRA and the developer are considering internally funding the Minnesota Housing portion of the project.</li> <li>• Completed an inventory of potential sites for multi-family affordable housing and are finalizing the spreadsheet with data.</li> <li>• Undertook the Russell Circle rehabilitation project.</li> <li>• Continued to facilitate meetings with affordable housing advocates and stakeholders on preserving existing affordable housing.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete the Twin Cities Habitat for Humanity house on 8112 Wentworth in October, with the family moving in on October 7.</li> <li>• Close the sale of the home at 9637 Chicago Ave. S. by the end of October.</li> <li>• Discuss possible options and recommendations from the committee studying affordable housing options at a City Council study meeting in January.</li> <li>• Scheduled an affordable rental property owner focus group with Bloomington NOAH owner/manager representatives.</li> </ul>	<p>On track</p>
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<b>Renew priority neighborhood commercial nodes</b>	<ul style="list-style-type: none"> <li>Worked with a major property ownership group at Old Cedar/Old Shakopee Road regarding the possibility of selling or participating with plans for redevelopment of the center.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a commercial node project based on owner interest.</li> </ul>	On track
<b>Successful neighborhood renewal innovation</b>	<ul style="list-style-type: none"> <li>Exceeded the budgeted number of Curb Appeal loans for neighborhood support in 2017 and provided additional funds through the HRA.</li> </ul>	<ul style="list-style-type: none"> <li>Meeting scheduled for early December with HRA, Public Works, Planning, Assessing and Environmental Health to determine the 2018 Neighborhood Focus Area.</li> </ul>	On track
<b>HIGH QUALITY SERVICE DELIVERY</b>			
<b>Financial sustainability of all funds</b>	<ul style="list-style-type: none"> <li>Launched the Facilities Committee, which is reviewing City facilities, prioritizing projects and determining future funding.</li> </ul>	<ul style="list-style-type: none"> <li>Refine the initial 10-year General Fund and property tax forecast throughout the 2018 budget process.</li> <li>Once the community amenities facilities prioritization process has been approved, a revised 10-year General Fund and property tax forecast will be presented to the City Council in spring 2018.</li> </ul>	Needs attention
<b>Meet customer expectations</b>	<ul style="list-style-type: none"> <li>Initiated a multi-year review of City departments to determine whether they are delivering services that are desired and necessary, to explore whether they are being provided as efficiently and economically as possible, and to determine where the City could do better.</li> <li>An internal review panel began evaluating the services provided by Public Health and Human Services to identify potential cost savings, efficiencies and service improvements or changes.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct focus groups and interviews with staff, external stakeholders, partners and clients of Public Health and Human Services.</li> <li>Review service impact, conduct financial and community equity analyses and explore alternate service options for both Human Services and Public Health.</li> </ul>	On track
<b>Improved customer service</b>	<ul style="list-style-type: none"> <li>Trained 40 employees in the High Performing Organization (HPO) model during an in-house session in September.</li> <li>Conducted HPO follow-up discussions within individual departments and divisions.</li> <li>Showcased the City's high customer service scores from the National Citizen Survey in the Briefing, Bloomington Today and social media.</li> </ul>	<ul style="list-style-type: none"> <li>Review and revise the Request for Proposals/Request for Quotes process to improve efficiency with the additional goal of increasing the quality and quantity of competitive responses.</li> </ul>	On track

INCLUSION AND EQUITY

<p><b>More diverse advisory boards</b></p>	<ul style="list-style-type: none"> <li>• Posted a new FAQ section on the Boards and Commission webpage, updated the electronic application, and provided an online application form.</li> <li>• Produced a new Commission/Board print brochure describing all groups and meeting dates/times.</li> <li>• Conducted the Bloomington Learning to Lead (BLLI) program, with 30 of the 36 applicants continuing in the program since its start in May.</li> <li>• Provided BLLI participants with approximately 40 hours of training in government functions, the role of local nonprofits and personal leadership skills.</li> <li>• The BLLI program has already resulted in one City Council candidate and a Parks, Arts and Recreation Commissioner.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete the BLLI program and have participants present their learnings at a graduation and City Council meeting on November 20.</li> <li>• Assist BLLI participants in finishing their capstone projects.</li> </ul>	<p>Needs attention</p>
<p><b>More diverse workforce 1: Marketing to underrepresented populations</b></p>	<ul style="list-style-type: none"> <li>• Applied for and was awarded a Department of Public Safety grant to hire a crime victim liaison whose job duties will include, among other things, outreach to crime victims to facilitate more active participation in the criminal justice process.</li> <li>• Hired a culturally-diverse Community Outreach Coordinator to expand usage of the City’s parks by underrepresented populations.</li> <li>• The Human Rights Commission was awarded a \$5,000 grant from the Bloomington Crime Prevention Association to assist with offering multicultural welcome dinners in Bloomington.</li> </ul>	<ul style="list-style-type: none"> <li>• Expand the network of subscribers for the job openings page of the City’s website.</li> <li>• Educate partners from the Minnesota WorkForce Center, School District and other organizations about the City’s job application process.</li> </ul>	<p>Needs attention</p>

<p><b>More diverse workforce 2: Pathways and internship programs</b></p>	<ul style="list-style-type: none"> <li>• Secured City Council approval for a new pathways employee position for strategic use in classifications or career paths where the City wants to develop a more diverse field of qualified individuals than the labor market provides.</li> <li>• Hired three new police trainees through the Police Department’s new Pathways to Policing; upon successful completion of the program and passing the state licensing exam, the trainees will be sworn in as Bloomington Police officers and begin orientation and field training.</li> <li>• Of the 43 new full-time employees hired over the past 12 months (Nov. 1, 2016 – Oct. 31, 2017), 7 – or 16% – were people of color; of the 25 new part-time employees, 10 – or 40% – were people of color.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct the swearing-in for the three new police trainees recruited through the Pathways to Policing program on November 6 and send them through initial field training.</li> <li>• Discuss with partner cities the possibility of coordinating another Pathways to Policing cohort in summer 2018.</li> </ul>	<p>On track</p>
<p><b>More diverse program participation 1: Train staff on diversity</b></p>	<ul style="list-style-type: none"> <li>• Convened Diversity in Government (DIG) training on Immigration 101 and staff panel discussion on immigration in September.</li> <li>• Conducted a DIG session on aging in September.</li> <li>• Sent 30 staff to a two-day diversity training in partnership with the cities of Richfield and Minnetonka in September.</li> <li>• Continued participation in the Government Alliance on Race and Equity (GARE).</li> </ul>	<ul style="list-style-type: none"> <li>• Sponsor DIG sessions on disability in October and military veterans in November.</li> <li>• Complete the two-day diversity training in partnership with the cities of Richfield and Minnetonka in October.</li> <li>• Develop an all-staff training on racial equity and inclusion for roll-out in 2018.</li> <li>• The racial equity training will shift the City’s efforts from a voluntary, come-if-you-can approach to a scheduled, all-staff approach.</li> </ul>	<p>On track</p>
<p><b>More diverse program participation 2: Equity toolkit</b></p>	<ul style="list-style-type: none"> <li>• The GARE Racial Equity Team drafted a racial equity vision statement that addresses the future state of Bloomington as it relates to racial equity and answers why the City is focused on racial equity.</li> </ul>	<ul style="list-style-type: none"> <li>• Present the proposed racial equity vision statement to the Executive Management Team, Human Rights Commission and City Council for endorsement and adoption.</li> <li>• Finalize the City’s racial equity toolkit by the end of 2017 for application in 2018.</li> </ul>	<p>Needs attention</p>